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ABSTRACT

This document reports a survey of employers in the Stamford Labor Market Area (Connecticut) that was undertaken during the fall of 1978. Chapter 1 outlines the survey, its findings, and these four objectives: (1) identify nature and extent of jobs and skills mismatch problems, (2) identify nature and extent of career-stagnation problems among those who occupy low-skill and low-wage positions, (3) find ways that area firms try to cope with these problems, and (4) seek opinions of area firms' experts on causes of and solutions for the problems. Chapter 2 briefly discusses the nature and causes of the job-skills mismatch problem. In chapter 3 the outlook for employment is described, including skills in shortage, skills in surplus, and types of industries to grow and decline. Chapter 4 concerns training and educational programs and focuses on inadequate basic education, local training-educational institutions, lack of incentives and career goals, and skills needed to be trained for. The final chapter (conclusions) cites some employer comments on basic education, vocational skill training, better counseling, and work incentives. Some of their suggestions/solutions to job-skills mismatch problems are also cited. The survey instrument is appended. (YLB)

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VIEWS OF EMPLOYERS ON THE JOBS-SKILLS MISMATCH PROBLEM IN THE STAMFORD AREA

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Preface

This report has been prepared as a part of a community service project in the name of MATCHING PEOPLE AND JOBS IN SOUTHWESTERN CONNECTICUT in cooperation with the SACIA (Southwestern Area Commerce and Industrial Association) and the Stamford Schools. In the beginning, the survey was supposed to have been undertaken in cooperation with the Stamford CETA and the Task Force #2 of the Project which was specially organized for this purpose. But due to reasons beyond control, this cooperation was never being materialized. For this reason, the survey was undertaken solely by the Urban Management Institute, and the author alone is responsible for both credits and blames accruing to the survey and the report. I would like, however, especially acknowledge a few individuals who cooperated fully to make this survey possible. They are: Gordon Goodlett of SACIA, Dr. Charles Stokes of UB, and a number of my student assistants who worked on the project.

HCC

Chapter 1

INTRODUCTION

1.1 SURVEY

The survey of employers in the Stamford Labor Market Area, which includes Stamford, Greenwich, Darien and New Canaan, was undertaken during the fall of 1978. Nearly 1100 questionnaires were mailed to the area firms. Of these, 105 usable returns were received. This report is then based on the analysis of these responses.

In spite of a very small number of responses, the sample structure shows (Table 1.1) that both large and small firms are well represented. For example, 50% (3 out of 6) of larger firms employing 1000 or more workers, 33% (4 out of 12) of firms with 500-999 employees, and 7 firms employing 250-499 workers are among the respondants. The remaining 90 respondants represented medium to small firms.

TABLE 1.1
STAMFORD EMPLOYER SURVEY SAMPLE STRUCTURE

Less than 10 Employees	21%
10-49	35%
50-249	30%
250-499	7%
500-999	4%
100 & over	3%
(N = 105)	Total 100%

It must be stressed that the findings included in this report are the opinions or impressions of the area's businessmen, mostly presidnet or personnel directors, and do not necessarily correspond to factual data.

1.2 OBJECTIVES OF THE SURVEY

Four objectives of the survey were identified.

(1) To identify the nature and extent of the jobs and skills mismatch problems in the Stamford Area existing today as well as in the future.

(2) To identify the nature and extent of career stagnation problems among those who occupy low-skill and low-wage positions, especially among female and minority workers.

(3) To find out ways that the area firms are trying to cope with these problems today, and

(4) To seek the opinions of the area firms' experts on the causes of and solutions for the problems.

1.3 SAMPLE COMPANY CHARACTERISTICS

Over 35 percent of the respondants were classified as manufacturing; 18.2 percent, public administration; 4.5 percent, communication; 4.5 percent, sevices; 5.7 percent, insurance and real estates; 3.4 percent, finance; 2.3 percent, public utilities; 2.3 percent, wholesale; 1.1 percent, retail; 1.1 percent, transportation; 1.1 percent, mining-construction; and the remaining 20.5 percent, other industries.

1.4 SUMMARY OF FINDINGS

(1) Most of the firms believe that there are jobs-skills mismatch problems in the Stamford area.

(2) The mismatch problem is likely to get worse in the future.

(3) The jobs-skills mismatch problem is largely due to the changing labor labor market structure. In the Stamford Area, the high-skill jobs are increasing while low-skill jobs are decreasing in number. Since the number of low skill minority labor is growing, there is a mismatch between labor and jobs.

(4) The outlook for employment is good for the white-collar skills whereas the outlook for the blue-collar skills is not.

(5) Most of the area's firms provide opportunities for career advancement training for their employees, but a small percentage of the workers holding the entry-level positions take advantage of such opportunities.

(6) The entry-level workers are deficient in basic educational preparation in mathematics, reading and writing.

(7) The entry-level workers also lack in clear career goals, enthusiasms and incentives for the jobs they occupy.

(8) The local vocational schools, colleges, and proprietary schools prepare the workers fairly well for the entry-level jobs and career advancement, but local high schools and CETA-skills center are doing poorly.

(9) What is lacking is not the jobs in the Stamford Area, it is the skilled manpower both in manufacturing and non-manufacturing sectors.

Chapter 2

JOBS-SKILLS MISMATCH PROBLEM

2.1 THE NATURE OF THE PROBLEM

A "mismatch" is said to exist when there is a large pool of the unemployed in a labor market while at the same time there is also a substantial number of jobs which cannot be filled due to lack of skilled labor force. According to this definition, the managers and administrators of the area firms and businesses believe overwhelmingly that there is indeed a jobs-skills mismatch problem in the Stamford Area today: 48.3 percent of the survey respondants said that there "definitely" exist such a mismatch problem, and 35.6 percent noted "probably" so; altogether, nearly 84 percent of respondants recognized the problem exists in the Stamford Area.

The area businessmen generally believe that it is difficult to find "qualified" or "skilled" workers to fill the vacant jobs. Thus the key to the issue is the lack of skills among the many unemployed labor force.

To the question, "Do you think the mismatch problem will become worse within the next five years?", 33.3 percent of survey respondants marked "definitely get worse"; 41.4 percent, "probably get worse"; 9.2 percent, "about the same as today"; 5.7 percent, "probably get better"; and 10.3 percent said "don't know". In conclusion, the area businessmen foresee a continued shortage of "skilled" labor force in the area.

2.2 CAUSES OF JOBS-SKILLS MISMATCH

There are a number of interrelated causes for the jobs-skills mismatch as they are revealed by the survey.

One of the major causes of the mismatch is the changing labor market structure in the Stamford area. On the labor demand side, it is generally observed that because of the movement of corporate headquarters into the Stamford Area, the labor market is rapidly dominated by white-collar jobs which require solid background in basic education and work training. At the same time there may be a diminishing supply of jobs in the manufacturing sectors. On the labor supply side, there has been a continual immigration of ethnical minority population with a low-level of educational and skill background. The major portion of these minority groups originated from the City of New York. Thus, the City of New York exported not only the corporate headquarters but also the low-skill labor force into the suburban towns and cities like Stamford.

Many of the area businessmen believe that the unemployment may be high among the unskilled and uneducated labor force but not among those who have skills. The jobs-skills mismatch problem, therefore, is essentially a lack-of-skills problem and not a lack-of-jobs problem as far as the Stamford Area is concerned.

They do however recognize that there may be unnecessary unemployment among the skilled labor force due to inefficient employment services to match unemployed skills to available jobs. The implication is that with improved employment services, such frictional unemployment may be minimized.

Chapter 3

OUTLOOK FOR EMPLOYMENT

3.1 OUTLOOK FOR EMPLOYMENT BY OCCUPATION

A clear pattern as to the future outlook for employment in the Stamford Labor Market Area emerged out of a number of related questions. In general, the area businessmen seem to agree that the white-collar jobs such as Professional-Technical, Managers-Administrators, and Clericals will have a good steady growth whereas the blue-collar jobs such as Operatives, Service Workers, and Laborers will most likely have less opportunities. However, even in the manufacturing sector, Craftsmen and Operatives "with skills" will experience no significant problems in locating jobs. (See Table 3.1)

3.2 SKILLS IN SHORTAGE

The types of occupations or skills in which the area firms are experiencing considerableshortages in recent years are listed below. White-collar skills, professional-technical and clerical skills are in great demand. In blue-collar skills, craftsmen and operators for both manufacturing and construction industries are cited very frequently. It must be stressed that the following list does not exhaust the types of skills in which the area firms are experiencing shortage. They reflect only those occupations which were cited by the survey respondants.

SKILLS IN SHORTAGE, 1978

Professional & Technical

Electronic engineers
" technicians
" assemblers
Electrical engineers
Electro-optical engineers
Health-medical technicians
Draftpersons
Computer programmers
Systems analysts
Market researchers
Microwave technicians
City planners

Clerical

Bi-lingual secretaries
Legal secretaries
Insurance secretaries
Bookkeeping clerks
(Good) typists
Transcriptionists
Tellers
Vydec operators

Craftsmen

Precision sheet metal mechanics
Tool die makers
Model makers

Operatives

Sewing machine operators
Truck drivers
Photo typesetting operators
(Qualified) machine operators
Mechanics
Roofers and siding installers
Typesetters
Pipe fitters

Source: Univ. of Bridgeport
Urban Management
Institute Survey, 1978

TABLE 3.1

THE OUTLOOK FOR EMPLOYMENT
BY OCCUPATION DURING THE NEXT FIVE YEARS
STAMFORD LABOR MARKET AREA
1978
(Percent of Employers So Indicating)

	Rapidly Expanding	Good Steady Growth	No Change	Declining
Professional-Technical	13.6%	54.5%	30.3%	1.5%
Managers-Administrators	6.6	49.2	41.0	3.3
Clericals	10.0	52.9	34.3	2.9
Sales	10.4	37.5	50.0	2.1
Craftsmen	11.4	47.7	34.1	6.8
Operatives	5.6	38.9	44.4	11.1
Service Workers	0	31.4	54.3	14.3
Laborers	5.4	27.0	54.1	13.5

Source: Univ. of Bridgeport Urban Management Institute Survey, 1978

3.3 SKILLS IN SURPLUS

While there are many skills which are in short supply, some skills are considered in surplus. As shown below, there are basically four types of surplus labor. (1) Those who received a high level of vocational or professional training (architects, civil engineers, law school graduates...) but the jobs are scarce; (2) Those who were educated without specific career goals or vocational training (college graduates without specific work experiences); (3) Part-time job seekers with marginal clerical skills. They usually seek office or sales jobs; and (4) Unskilled blue-collar workers without both basic education and work training (laborers, service workers).

SKILLS IN SURPLUS, 1978
STAMFORD AREA

Professional & Technical	Clericals and Sales Workers
Architects	Salespersons
Civil engineers	Part-time clerks, typists
Biology majors (undergraduate)	Mail clerks
Law school graduates	Shipping clerks
Police officers	Receptionists
Past-up artists	Clerks and secretaries (poorly trained)
Managers & Administrators	**Service Workers and Laborers**
Management trainees	General factory workers
Youth directors	Unskilled labor
Administrators	Machine operators (poorly trained)
	General service workers

Source: UB Urban Management Institute Survey, 1978

3.4 TYPES OF INDUSTRIES TO GROW AND TO DECLINE

Nearly one-third (32.2%) of the area firms indicated that they will definitely expand; 51.7% "likely to expand", 9.2% "no change", and 6.8% "likely or definitely to reduce" employment during the next five years. The majority of firms indicated that they can fairly well forcast the future employment plan of its own.

CHAPTER 4

TRAINING AND EDUCATIONAL PROGRAMS

4.1 INADEQUATE BASIC EDUCATION

It is apparent from the responses of the area firms that the jobs-skills mismatch problem is to a large extent dur to lack of proper education and work training among the unemployed. The problem is not due to a lack of jobs but of skills. This theme is expressed repeatedly by the survey respondants.

Nearly all respondants agree that the fundamental problem with those who are seeking entry-level jobs and those who already occupy such jobs but are seeking advancement generally lack basic skills such as mathematics, reading and writing. Of the three r's, the poor "math" ability is cited as the most serious: as high as 40 percent of the businessmen rated math ability of those who occupy entry-level positions to be poor.

TABLE 4.1

PERFORMANCE LEVEL OF THE WORKERS WHO OCCUPY THE ENTRY-LEVEL POSITIONS EVALUATED BY EMPLOYERS, STAMFORD 1978

	Poor	Fair	Good
Punctuality	19.2%	28.2%	52.5%
Attendance	21.5	24.1	54.5
Dependability	19.0	29.1	51.9
Enthusiasm	23.7	40.8	35.7
Initiative	33.3	46.2	20.5
Ability to follow Instructions	17.7	44.3	38.0
Ability to learn	14.7	40.0	45.4
Reading ability	35.6	27.6	36.8
Math ability	40.0	31.4	28.5
Maturity	23.3	41.1	35.6
Educational Preparation	38.4	35.6	26.0
Speaking ability	24.0	41.3	34.7
Compatibility with Coworkers	2.3	35.1	62.3

4.2 LOCAL TRAINING-EDUCATIONAL INSTITUTIONS

Evaluation of the area's educational system identifies that local high schools and CETA-skills center are not adequately preparing students for entry-level jobs and for careeradvancement. In contrast, local colleges, vocational schools and proprietary schools are generally rated as doing well. Nearly 75 percent of respondants said that CETA-skills center is not adequately preparing the workers for the entry-level jobs and for career advancement. Similarly, 50.7 percent of respondants felt that the local high schools are doing poorly. In contrast, 20.9 percent for vocational schools, 11.9 percent for colleges, and 23.5 percent for proprietary schools in the area are rated doing poorly. For example, it is remarked that "vocational students are well prepared. High school secretarial students that do not go on to college or secretarial schools are partially prepared." It must be stressed that these are the opinions of the area businessmen and do not necessarily reflect the true situations to be supported by "objective" data. But would it not be important to know what the employers think of the quality of the graduates of the area's educational and training institutions? After all, these are the people who employ our school graduates.

TABLE 4.2

EMPLOYERS'EVALUATION OF EDUCATIONAL AND TRAINING INSTITUTIONS FOR THE ENTRY-LEVEL JOBS, STAMFORD AREA, 1978

	Poorly	Average	Well	Total
a. For entry-level jobs				
Local high schools	50.7%	42.7%	5.3%	100.0%
Local vocational schools	20.9	50.0	29.0	100.0
Local colleges	11.9	59.3	28.8	100.0
CETA-Skills Center	75.0	22.9	2.1	100.0
Proprietary schools	23.5	52.9	23.5	100.0
b. For career advancement				
Local high schools	58.3	31.9	9.7	100.0
Local vocational schools	21.1	61.4	17.5	100.0
LOcal colleges	14.7	59.0	26.2	100.0
CETA-Skills Center	68.9	31.1	0	100.0
Proprietary	18.7	59.4	21.9	100.0

Source: UB Urban Management Institute Survey, 1978

4.3 LACK OF INCENTIVES AND CAREER GOALS

The indictment is not placed on the area's educational and training institutions alone but also on the workers themselves. The area business managers and owners also cite poor performance among the workers who occupy the entry-level jobs. The problems are that they lack initiative, motivation, enthusiasm, career goals, and realistic attitudes toward jobs and advancement. The survey indicates that nearly 75 percent of the firms in the area offer various types of opportunities for training for career ladder positions: 45.2 percent have tuition reimbursement program; 23.8 percent offer in-house on the job training program; 3.6 percent of employers let the workers take time off to attend classes offered outside.

On the other hand, only less than 20 percent of the workers in the entry-level are taking advantage of these opportunities. This means that there is a vast potential supply of trainees that the area's training and educational institutions can recruit.

4.4 SKILLS TO BE TRAINED FOR

Consistent with the assessment of mismatch problems and the outlook for the employment opportunities in the area, the area businessmen suggest that the major efforts should be made in offering training programs in the following areas: (1) basic skills in mathematics, reading and writing (80.0 percent); (2) skills in professional-technical occupations (34.0 percent); (3) clerical occupations (31.9 percent); (4) managers and administrators (10.6 percent); (5) operatives (12.8 percent); (6) craftsmen (6.4 percent); and (7) salespersons (4.3 percent).*

*Numbers in the parenthesis are the percent of the survey respondants who expressed the given opinion.

CHAPTER 5

CONCLUSIONS

5.1 WHAT SHOULD BE DONE?

What should be done to better prepare those who occupy entry-level jobs to pursue the career ladder? What can we do to solve the problem of an increasing number of unemployed blue-collar workers in the Stamford area? These two open-ended questions were included in the survey. The main theme of their answers are: (1) The problem is not the lack of jobs in the Stamford Area; the problem lies in the inadequate preparation of workers by the educational and training institutions, and (2) the graduates of the local schools are not well equipped with such basic skills as mathematics, reading and writing; they do not have adequate work-oriented training; and they are not well counselled for the reality of job market and necessary work ethics. Some of the comments are quoted below.

5.2 ON BASIC EDUCATION

"Encourage reading/English courses, as well as those skill/career courses at local colleges..."

"This would require a total reorganization of our educational system with a successful teaching of such survival skills as reading and mathematics."

"A successful career is built on solid preparations (e.g., college education, apprenticeship, hard work, discipline, etc.) and there are no short-cuts."

5.3 ON VOCATIONAL SKILLS TRAINING

"Needs practical experiences."

"Offer work-study programs."

"Offer better vocational training on the basis of the jobs that are likely to be available to them."

5.4 ON BETTER COUNSELING

"Recognize that Southern Fairfield County has become a corporate white collar-oriented community. Schools should guide students to white-collar careers - executive, administrative, clerical and service support."

"Teach realistic expectations - a skill must be learned before advancement and pay raises be given."

"Teach fundamentals of business competition, i.e., all business owners are not rich..., importance of dependability and team work."

"Provide higher level of career counselling and guidance."

5.5 ON WORK INCENTIVES

"Instill pride in occupation and self-advancement."

"Instill enthusiasm, patience, motivations, and incentives."

"Teach sound work attitudes including the need to do a job accurately, and with the minimum of supervision."

There are also a few comments on the detrimental effects of "overpayment" of unemployment and welfare benefit without proper regulation or requirements to improve one's skills and seek employment.

5.6 SUGGESTIONS FOR SOLUTION

The area businessmen offer some suggestions to solve the jobs-skills mismatch problems. These are selective comments of the survey respondants and do not represent the concensus of all businessmen in the study area.

(1) Teach the basic skills, e.g., three Rs.

(2) Prevent further corporate headquarters from moving into the Stamford Area. Try to reestablish more blue-collar industry instead.

(3) Improve public transportation and low-income housing so that they can get to work.

(4) Establish fully subsidized apprenticeship programs.

(5) Require compulsory work for unemployment benefits.

(6) Require compulsory training program for unemployment benefits.

(7) Establish skills retraining programs.

(8) Establish more efficient employment services to match jobs and skills. There is a mismatch between companies who need blue-collar workers badly and the blue-collar workers who don't know how to make contact with firms looking for workers.

APPENDIX
SURVEY INSTRUMENT

STAMFORD AREA* EMPLOYER SURVEY

Only 20 minutes of your time will provide valuable services to your community.

*Includes Stamford, Greenwich, Darien and New Canaan.

The objectives of th survey are:

(1) To identify the nature and extent of jobs and skills mismatch problems in the Stamford Area existing today as well as in the future.

(2) To identify the nature and extent of career stagnation problems among those who occupy low-skill and low-wage positions, especially among female and minority workers.

(3) To find out ways that the area firms are trying to cope with these problems today, and

(4) To seek the opinions of area firm's experts.

Instructions

It is not necessary for you to reveal name of your firm or yours, although you may if you so choose.

If you cannot complete the entire questionnaire, please feel free to send in only the partly finished questionnaire.

If you have any questions answering this questionnaire, please call Mr. Gordon Goodlett, at your SACIA in Stamford ..... (Telephone: 359-3220)
or Dr. H.C. Chung, University of Bridgeport ..... (Telephone: 576-4009)

Thank you for your cooperation. UNIVERSITY OF BRIDGEPORT URBAN MANAGEMENT INSTITUTE

PART I JOBS-SKILLS MISMATCH PROBLEMS

A "mismatch" is said to exist when there is a large pool of the unemployed in a labor market while at the same time there is also a substantial number of jobs which cannot be filled due to lack of skilled labor force.

1. Do you think that there is a jobs-skills mismatch problem in the Stamford Area today?
   - ☐ Definitely yes
   - ☐ Probably yes
   - ☐ Probably no problem
   - ☐ Definitely no problem
   - ☐ Don't know

2. Do you think the mismatch problem will become worse within the next five years?
   - ☐ Definitely get worse
   - ☐ Probably get worse
   - ☐ About the same as today
   - ☐ Probably get better
   - ☐ Definitely get better
   - ☐ Don't know

3. Do you foresee the future manpower requirements of your company?
   - ☐ Yes, we prepare a formal manpower requirement plan
   - ☐ Yes, generally from our experiences
   - ☐ No, we don't

4. How far in advance do you forsee the manpower requirements?
   - ☐ Less than a year
   - ☐ 1 to 2 years
   - ☐ 2 to 5 years
   - ☐ More than 5 years

5. Will your firm expand or reduce employment within the next 5 years in the Stamford Area?

	Less than 25%	25-49%	50-74%	75-100%	100+%	Don't Know
Definitely expand	☐	☐	☐	☐	☐	☐
Likely expand	☐	☐	☐	☐	☐	☐
No change	☐	—	—	—	—	—
Likely to reduce	☐	☐	☐	☐	☐	☐
Definitely reduce	☐	☐	☐	☐	☐	☐

6. List the types of occupations or skills which your company is experiencing considerable shortages in recent years. (Please indicate detailed job title)

_____

_____

_____

_____

7. List some of the opportunities or positions which your company is experiencing considerable *surplus* in recent years. (Or those positions for which there has been an unusually large applicants.)

_____

_____

_____

_____

8. What is the outlook for employment of the following positions in the next five years in your company? (Please check)

	Rapidly expanding	Good steady growth	No new positions. Only replacement workers needed	Declining (Vacant positions not being filled)
Professional, Technical	☐	☐	☐	☐
Managers, Administrators	☐	☐	☐	☐
Clericals	☐	☐	☐	☐
Sales	☐	☐	☐	☐
Craftsmen	☐	☐	☐	☐
Operatives	☐	☐	☐	☐
Service workers	☐	☐	☐	☐
Laborers	☐	☐	☐	☐

PART II CAREER LADDER: OPPORTUNITIES FOR ADVANCEMENT

Let us define that advancement means general increase in real wages increasing responsibility within your company. In addition, we will distinguish between two types of advancement: Intra-occupational (advancement within the same type of occupations or skills, e.g., a nurse aid becomes a nurse); and Inter-occupational (advancement to different category of occupations, e.g., a typist becomes a computer programmer.)

9. How do you describe the opportunity for advancement in your company for the *entry-level* (low-wage) job holders in general?

	Intra-Occp.	Inter-Occp.
Extremely poor	☐	☐
Very poor	☐	☐
Poor	☐	☐
Fair	☐	☐
Very Fair	☐	☐
Extremely Fair	☐	☐

10. On what basis do you promote the employees who occupy the entry-level positions in your company?

	Intra-Occp.	Inter-Occp.
Length of service	☐	☐
Level of productivity	☐	☐
Recommendation of supervisor	☐	☐
Demonstratable skills	☐	☐
Education attainment	☐	☐
Examinations, tests	☐	☐
Personal interviews	☐	☐
Others	☐	☐

11. What are the major barriers for the advancement of those who are holding the entry level jobs? (Check more than one if applicable.)

- ☐ Very low skill or limited nature of the jobs
- ☐ Very low educational background needed for the job
- ☐ Low level or lack of incentives among the workers
- ☐ Absence of expectation for advancement
- ☐ Company jobs are not well organized in the form of career ladder
- ☐ Lack of training programs within the company
- ☐ Others (Please explain or comment)
- ☐ There are no barriers
- ☐ Don't know

12. How do you describe the performance level of the workers who occupy the entry-level or low-wage positions in your company? (Please check)

	Very Poor	Poor	Fair	Good	Very Good
Punctuality	☐	☐	☐	☐	☐
Attendance	☐	☐	☐	☐	☐
Dependability	☐	☐	☐	☐	☐
Enthusiasm	☐	☐	☐	☐	☐
Initiative	☐	☐	☐	☐	☐
Ability to follow instructions	☐	☐	☐	☐	☐
Ability to learn	☐	☐	☐	☐	☐
Reading ability	☐	☐	☐	☐	☐
Math ability	☐	☐	☐	☐	☐
Maturity	☐	☐	☐	☐	☐
Educational preparation	☐	☐	☐	☐	☐
Speaking ability	☐	☐	☐	☐	☐
Compatibility with co-workers	☐	☐	☐	☐	☐

PART III. TRAINING PROGRAMS IN YOUR COMPANY

13. Indicate program(s) in your company to train entry-level (low-wage) workers for career ladder positions.

- ☐ In-house classroom training
- ☐ In-house on the job training program available
- ☐ Tuition reimbursement program
- ☐ Time-off to attend classes offered outside
- ☐ Other
- ☐ None

14. Please give approximate percentage of entry-level workers taking advantage of training programs available through your company.

- ☐ 0-20%
- ☐ 21-40%
- ☐ 41-60%
- ☐ 61-80%
- ☐ 81-100%
- ☐ Do not know

15. What are the problems you would anticipate if your firm was to develop training programs to fill labor deficiencies your company may have experienced?

- ☐ Number of trainees would be too small
- ☐ Cost of training equipment and training personnel would be too excessive
- ☐ Unavailability of proper facilities
- ☐ Company training personnel would be too excessive
- ☐ High turnover rates by personnel who might complete the program
- ☐ Company funds could not cover the costs of such a program
- ☐ Other reasons (Please explain)

16. If you were able to offer such training program (or if others do) what skill areas would you like to see to be included? Please list in the order of importance.

_____

_____

_____

PART IV. EVALUATION OF TRAINING AND EDUCATIONAL PROGRAMS IN THE STAMFORD AREA

17. Do you feel most people coming out of the following educational institutions are adequately prepared for the *entry-jobs*? (Please check)

	Very Poorly	Poorly	Average	Well	Very Well
Local high schools	☐	☐	☐	☐	☐
Local vocational schools	☐	☐	☐	☐	☐
Local colleges	☐	☐	☐	☐	☐
CETA-Skills Center	☐	☐	☐	☐	☐
Proprietary Schools	☐	☐	☐	☐	☐
Other (specify)	☐	☐	☐	☐	☐

18. Do you feel most people coming out of the following educational institutions are adequately prepared for *career advancement*?

	Very poorly	Poorly	Average	Well	Very Well
Local high schools	☐	☐	☐	☐	☐
Local vocational schools	☐	☐	☐	☐	☐
Local colleges	☐	☐	☐	☐	☐
CETA-Skills Center	☐	☐	☐	☐	☐
Proprietary Schools	☐	☐	☐	☐	☐
Other (specify)	☐	☐	☐	☐	☐

19. In your opinion, what should be done to better prepare those who occupy entry-level jobs to pursue the career ladder? (Please comment)

20. What can we do to solve the problem of increasing number of blue-collar workers in the Stamford area? (Please comment)

PART V COMPANY CHARACTERISTICS

21. Primary nature of the firm's business. (Please check one)

☐ Agriculture, Forestry and Fishing
☐ Mining, Construction
☐ Manufacturing
☐ Transportation
☐ Communication
☐ Public Utilities
☐ Wholesale
☐ Finance
☐ Insurance and Real Estate
☐ Services
☐ Public Administration
☐ Retail Trade
☐ Others (Specify)

22. Major or primary products your company produces. (Please write in.)

23. Where else does your company have operations? (Check one or more)

☐ Only in Stamford Area
☐ Fairfield County
☐ Connecticut
☐ New England Region
☐ Nation
☐ International or World

24. Employment as of October, 1978 (Only in Stamford Area)

☐ 0-9 employees
☐ 10-49 employees
☐ 50-249 employees
☐ 250-499 employees
☐ 500-999 employees
☐ 1,000 & over employees

25. Is your Stamford company: ☐ the main or headquarter office? ☐ a branch office?

26. How long has your company been in Stamford Area (Stamford, Greenwich, Darien, New Canaan)?

_____ years or since _____

27. Please give the approximate percent of your company's total employment according to the following job classification:

1. Professional, Technical ____ %
2. Managerz, Administrators ____ %
3. Clericals ____ %
4. Service Workers ____ %
5. Craftsmen ____ %
6. Sales ____ %
7. Operations ____ %
8. Laborers ____ %

Total 100.0%

28. Please indicate your present position within the company:

_____

THANK YOU